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**CENTRAL INTELLIGENCE AGENCY**

Office of Legislative Liaison STAT

Washington, D. C. 20505

Telephone:

9 April 1984

**TO:** Dr. Gary Schmitt  
Minority Staff Director  
Select Committee on Intelligence  
United States Senate  
Washington, D.C. 20510

Gary:

Please pass to Senator Moynihan.

Sincerely,



Clair E. George  
Director, Office of Legislative Liaison

Enclosures

STAT

FORM 1533 OBSOLETE  
3-79 PREVIOUS EDITIONS.

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# **CENTRAL INTELLIGENCE AGENCY**

## **CREDO**

**We are the Central Intelligence Agency.**

**We produce timely and high quality intelligence for the President and Government of the United States.**

**We provide objective and unbiased evaluations and are always open to new perceptions and ready to challenge conventional wisdom.**

**We perform special intelligence tasks at the request of the President.**

**We conduct our activities and ourselves according to the highest standards of integrity, morality and honor and according to the spirit and letter of the law.**

**We measure our success by our contribution to the protection and enhancement of American values, security and national interest.**

**We believe our people are the Agency's most important resource. We *seek* the best and work to *make them* better. We subordinate our desire for public recognition to the need for confidentiality. We strive for continuing professional improvement. We give unfailing loyalty to each other and to our common purpose.**

**We look to our leaders to stimulate initiative, a commitment to excellence, and a propensity for action; to reward and protect us in a manner which reflects the special nature of our responsibility, our contribution, and our sacrifices; and to promote among us a sense of mutual trust and shared responsibility.**

**We derive our inspiration and commitment to excellence from the inscription in our foyer: "And Ye shall know the truth and the truth shall make you free."**

REMARKS OF WILLIAM J. CASEY

DIRECTOR OF CENTRAL INTELLIGENCE

BEFORE

THE COMMONWEALTH CLUB OF CALIFORNIA

PALO ALTO, CALIFORNIA

3 APRIL 1984

**A Progress Report:**  
***In Search of Excellence***

**by the DCI**

## IN SEARCH OF EXCELLENCE

16 MARCH 1984

A FEW WEEKS AGO I SPOKE TO YOU IN THIS SAME AUDITORIUM AND ASKED FOR YOUR HELP IN UNLEASHING A PROCESS TO GET FROM EVERY CORNER OF OUR ORGANIZATION A BROAD EXAMINATION OF WHAT WE ARE ABOUT, AND WHAT WE WANT TO FOSTER AND ENCOURAGE. I ASKED YOU TO DEVELOP A CONCISE STATEMENT OF GOALS, PRINCIPLES AND STANDARDS OF EXCELLENCE THAT WOULD BOTH REFLECT WHAT MAKES CIA GREAT AND SERVE AS A CONTINUING CHALLENGE TO US NOT TO REST ON OUR LAURELS, BUT TO CONSTANTLY STRIVE FOR SUPERIOR PERFORMANCE AND EXCELLENCE. TO GIVE YOU A STRAWMAN, I PROVIDED A ROUGH DRAFT OF WHAT SUCH A STATEMENT MIGHT CONTAIN. I ALSO ASKED FOR ANY OTHER IDEAS OR SUGGESTIONS THAT ANYONE MIGHT HAVE FOR FOSTERING AN ATMOSPHERE OF CREATIVITY AND A BIAS TOWARD ACTION. I DIDN'T WANT TO NAME A HUNDRED PEOPLE OR A DOZEN TASK FORCES TO WORK MANY MONTHS IN ORDER TO PRODUCE HUNDREDS IF NOT THOUSANDS OF PAGES OF ANALYSIS AND RECOMMENDATIONS AS SO MANY ORGANIZATIONS HAVE DONE. INSTEAD I WANTED TO INVOLVE ALL OF YOU IN EXAMINING AND DISCUSSING OUR MISSION AND HOW WE COULD DO IT BETTER AND HAVE YOU GIVE ME YOUR IDEAS IN THREE WEEKS.

**REMARKS OF WILLIAM J. CASEY**  
**DIRECTOR OF CENTRAL INTELLIGENCE**  
**TO**  
**CIA EMPLOYEES**

**CIA AUDITORIUM**  
**24 JANUARY 1984**

**SECRET**